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Message Text

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ACTION AF-10

INFO OCT-01 ISO-00 SS-15 MMO-01 SIG-03 ICAE-00 AID-05
AGRE-00 SP-02 NSC-05 PM-05 CIAE-00 INR-10 NSAE-00
DODE-00 L-03 A-01 PA-01 OC-06 /068 W
----------096146 130516Z /13
R 120755Z APR 78
FM AMEMBASSY LUSAKA
TO SECSTATE WASHDC 8143

C O N F I D E N T I A L SECTION 1 OF 3 LUSAKA 1269

FOR AF/EX

E.O. 11652: GDS
TAGS: AMGT, PFOR, ZA
SUBJECT: GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)

REF: STATE 069374

THE FOLLOWING IS THE EMBASSY'S RESPONSE TO REFTEL ON ZBB PROJECTIONS: IT HAS NOT BEEN CLEARED BY AMBASSADOR LOW BUT IS BELIEVED TO REFLECT HIS VIEWS.

A. PROJECTS FOR FY-80:

TOTAL MISSION RESOURCES (OPTIMAL)
ZBB FY 1980

TOTAL MISSION RESOURCES (OPTIMAL)
ZBB FY 1980

PERSONNEL	DIRECT HIRE (INCREASE)		CONTRACT
TOTAL			
	78		
U.S.	LOCAL	U.S.	LOCAL

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STATE	10 (1)	16 (0)	0	27 (0)
AID	2 (0)	0 (0)	0	1 (1)
ICA	2 (1)	12 (2)	0	11 (0)

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14 (2)	28 (2)	0	39 (1)

PROGRAM: (INCLUDING ADMINISTRATIVE OVERHEAD)

	OPTIMAL	INCREASE
STATE (TOTAL S&E)	DOLS 1,212,700	DOLS 412,200
AID (COMMODITY IMPORT PLUS PERSONNEL COSTS)	DOLS 30,168,400	DOLS 51,400:
ICA	DOLS 365,700	DOLS 111,700
SPECIAL SELF-HELP (AID)	DOLS 60,000	DOLS (-0-)
P.L. 480	DOLS 10,000,000	DOLS 5,400,000
AID PARTICIPANT TRAINING	DOLS 350,000	DOLS (-0-)

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TOTAL	DOLS 42,156,800	DOLS 5,975,400

ADMINISTRATIVE SUPPORT ONLY
(FAS, LOCAL PERSONNEL, OFFICE SPACE, SUPPLIES, EQUIPMENT, ALLOWANCES, TRAVEL, ETC.)

	OPTIMAL	INCREASE
STATE	DOLS 535,600	DOLS 163,600
AID	DOLS 10,700	DOLS 3,200
ICA	DOLS 168,200	DOLS 25,400
TOTAL	732,500	192,200

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B. 1. OUR OVERRIDING OBJECTIVE IN ZAMBIA IS TO KEEP THE GOVERNMENT OF ZAMBIA CONSTRUCTIVELY ENGAGED IN THE SEARCH FOR A NEGOTIATED SOLUTION TO THE RHODESIAN AND NAMIBIAN PROBLEMS. AS INDICATED IN PREVIOUS PRESENTATIONS, OUR STAFFING, WHILE PERHAPS NOT OPTIMAL IN THE SENSE OF PERMITTING US TO TAKE ADVANTAGE OF EVERY OPPORTUNITY WHICH ARISES, IS SUFFICIENT TO MEET OUR MOST ESSENTIAL OBJECTIVE. WE DO NOT WANT TO INCREASE THE OFFICIAL AMERICAN PRESENCE IN LUSAKA AND HAVE CONSISTENTLY RESISTED PRESSURES TO DO SO. OUR POSITION HAS BEEN AND WILL CONTINUE TO BE THAT A LARGE AMERICAN PRESENCE CANNOT BE JUSTIFIED IN TERMS OF OUR LONG TERM INTERESTS IN ZAMBIA. FURTHER, WE ARE CON-
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CERNED THAT AN EXPANDED U.S. PRESENCE WILL PROVIDE AN ALL TOO CONVENIENT TARGET FOR ZAMBIAN RESENTMENT SHOULD OUR INITIATIVES IN SOUTHERN AFRICA TURN SOUR. WE DO NOT

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AGRE-00 SP-02 NSC-05 PM-05 CIAE-00 INR-10 NSAE-00
DODE-00 L-03 A-01 PA-01 OC-06 /068 W
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C O N F I D E N T I A L SECTION 2 OF 3 LUSAKA 1269

FORESEE DEVELOPMENTS THROUGH FY 1980 WHICH WOULD JUSTIFY AN INCREASE IN THE NUMBER OF EMBASSY SUBSTANTIVE OFFICERS. WE ARE SMALL ENOUGH SO EVERY PERSON MUST DO HIS PART TO ENSURE THAT OUR OBJECTIVES ARE ACHIEVED. A LIMITED NUMBER OF OFFICERS ALSO ENSURES THAT THE AMBASSADOR AND

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DCM CAN PROVIDE PERSONAL DIRECTIN TO EVERY MEMBER OF THE STAFF. THIS GUARANTEES A SHARP FOCUS ON OUR ESSENTIAL GOALS AND OBJECTIVES. THERE IS NOT TIME FOR MAKE WORK.

2. WHILE REQUESTING NO NEW SUBSTANTIVE POSITIONS IN OUR OPTIMAL PRESENTATION FOR FY 1980, WE HAVE REQUESTED THE ASSIGNMENT OF AN ADDITIONAL COMMUNICATOR. THE AMOUNT OF TELEGRAPHIC TRAFFIC, LARGELY RHODESIA AND NAMIBIA-RELATED, HAS REACHED FLOOR PROPORTIONS, MUCH OF WHICH ORIGINATES OUTSIDE NORMAL DUTY HOURS. THE RESULT HAS BEEN TO PLACE AN UNACCEPTABLE LOAD ON OUR ONE COMMUNICATOR (900 HOURS OF OVERTIME IN 1977). SHOULD THE NAMIBIA AND RHODESIA PROBLEMS BE RESOLVED BY 1980, WE BELIEVE ONE COMMUNICATOR COULD HANDLE THE EMBASSY'S TRAFFIC, AND WE WOULD NOT OPPOSE THE ELIMINATION OF THE SUPPLEMENTAL COMMUNICATOR POSITION (IF THIS NEW POSITION IS IN FACT ESTABLISHED).

3. OUR DOLS 30 MILLION COMMODITY IMPORT ASSISTANCE PROGRAM AND OUR PL 480 PROGRAM DIRECTLY SUPPORT OUR PRIMARY GOAL CONFIDENTIAL

OF KEEPING ZAMBIA CONSTRUCTIVELY ENGAGED IN THE SEARCH FOR NEGOTIATED SOLUTIONS TO NAMIBIA AND RHODESIA. AS SUCH THEY ARE VALUABLE TOOLS, PARTICULARLY AT A TIME WHEN ZAMBIA'S ECONOMY HAS BEEN PLACED IN A PRECARIOUS POSITION BY DECLINING COOPER PRICES AND MULTIPLYING TRANSPORTATION PROBLEMS. SHOULD THE NAMIBIA AND RHODESIA PROBLEMS BE RESOLVED AND THE PRICE OF COOPER GO UP, THERE WOULD NO LONGER, IN OUR VIEW, BE A JUSTIFICATION FOR CONTINUING COMMODITY IMPORT ASSISTANCE AT THE EXISTING LEVEL. SHOULD THESE DEVELOPMENTS TAKE PLACE, WE WOULD FORESEE AND SUPPORT CUTS IN THE COMMODITY IMPORT PROGRAMS OF DOLS 10 TO DOLS 12 MILLION IN FY 1978.

4. THE INC$EASE IN OUR PL 480 PROGRAM AS SHOWN IN OUR, PRESENTATION FROM DOLS 4.6 MILLION IN FY 1978 DOES NOT ACCURATELY REFLECT THE STATE OF PLAY. ZAMBIA WAS INITIALLY ALLOTED DOLS 4.6 MILLION UNDER THE PL 480 PROGRAM; HOWEVER, WE EXPECT THE TOTAL PROGRAM FOR FY 1978 WILL REACH DOLS 10 MILLION. THUS, WE ARE NOT IN FACT PROJECTING AN INCREASE IN FY 1980 OVER 1978. WE CALCULATE THAT A DOLS 10 MILLION FOOD PROGRAM WILL PROVIDE ZAMBIA WITH VITALLY NEEDED COMMODITIES WHICH IT CANNOT AFFORD GIVEN ITS FOREIGN EX-CHANGE POSITION. WE BELIEVE THE DOLS 10 MILLION FIGURES WILL REMAIN REALISTIC GIVEN ZAMBIA'S TRANSPORTATION AND STORAGE PROBLEMS. SHOULD THERE BE A SHARP IMPROVEMENT IN ZAMBIA'S FOREIGN EXCHANGE POSITION, WE WOULD RECOMMEND THAT THIS PROGRAM BE CUT BACK POSSIBLY TO LESS THAN DOLS 5 MILLION.

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5. THE PARTICIPANT TRAINING AND SELF HELP PROGRAM ARE MODEST IN SIZE, AND WE BELIEVE SHOULD BE CONTINUED AT EXISTING LEVELS. PARTICIPANT TRAINING SHOULD PAY OFF IN LONG TERM DIVIDENDS IN STRENGTHENING TIES BETWEEN THE CONFIDENTIAL

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U.S. AND ZAMBIA AND IN BUILDING AN INFLUENTIAL GROUP OF ZAMBIANS RECEPTIVE TO THE AMERICAN WAY OF APPROACHING PROBLEMS. A SIXTY THOUSAND DOLLAR SELF HELP PROGRAM SHOULD CONTINUE INTO FY 1980 AND BEYOND AS A USEFUL TOOL TO SHOW THAT THE U.S. IS WILLING AND CAN BE QUICKLY RESPONSIVE TO THOSE ZAMBIANS WHO ARE WILLING TO HELP THEMSELVES.

6. THERE ARE TWO AMERICAN AID POSITIONS IN LUSAKA (ONE OFFICER AND A SECRETARY). THIS IS THE MINIMUM NEEDED TO MANAGE A DOLS 30 MILLION PLUS PROGRAM. WE DO NOT PLAN TO REQUEST ADDITIONAL AMERICAN AID POSITIONS BUT WE MAY REQUEST ONE CONTRACT LOCAL POSITION (AS INDICATED IN OUR PRESENTATION). A DECISION AS TO WHETHER OR NOT SUCH A POSITION IS NEEDED WILL BE MADE AFTER WE HAVE HAD A CHANCE TO SEE HOW THE NEW AID OFFICER FUNCTIONS WITHOUT A LOCAL EMPLOYEE OVER A PERIOD OF A FEW MONTHS.

7. OUR ICA OPERATION IN ZAMBIA FULLY SUPPORTS THE EMBASSY'S EFFORTS TO ACHIEVE ITS GOALS AND OBJECTIVES. IT HAS BEEN ESPECIALLY EFFECTIVE IN REACHING DECISION-MAKERS WHOSE FOCUS IS ON SOUTHERN AFRICA AND ON NORTH-SOUTH ISSUES. THE CULTURAL EXCHANGE PROGRAM HAS BEEN HIGHLY SUCCESSFUL IN BUILDING INFORMAL LINKAGES BETWEEN THE U.S. AND ZAMBIAN EDUCATIONAL INSTITUTIONS, LOCAL GOVERNMENTS, AND RESEARCH CENTERS. THE IV PROGRAM HAS BEEN AND WILL CONTINUE TO BE AN EFFICIENT MEANS OF EXPOSING INFLUENTIAL ZAMBIANS TO THE U.S.

8. ICA LUSAKA ALSO IS LEANLY STAFFED (PROBABLY TOO MUCH SO)--A PAO AND A CAO. WE HAVE CONCLUDED THAT ICA'S OPERATIONAL EFFECTIVENESS WOULD BE ENHANCED BY THE ASSIGNMENT OF AN AMERICAN SECRETARY AND AN INCREASE IN THE LOCAL STAFF BY TWO. THESE SUGGESTED INCREASES HAVE BEEN INCLUDED IN OUR OPTIMAL FY-80 FIGURES.

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C. GIVE PERCENT REDUCTION IN OVERALL MISSION BUDGET (LOWEST PRIORITY ITEMS FIRST):

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1. POSTPONE ALL BUT MOST URGENT SCHEDULED MAINTENANCE AND REPAIR OF OFFICES AND RESIDENCES (AID, STATE, ICA)-- ESTIMATED SAVINGS DOLS 35,000.

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R 120755Z APR 78
FM AMEMBASSY LUSAKA
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C O N F I D E N T I A L SECTION 3 OF 3 LUSAKA 1269

2. ELIMINATE PURCHASE OF REPLACEMENT FURNITURE FOR RESIDENCE (ESTIMATED SAVING DOLS 30,000 PLUS DOLS 25,000 FREIGHT - TOTAL SAVINGS DOLS 55,000).

3. REDUCE FULBRIGHT PROGRAM BY ONE PROFESSOR (ESTIMATED SAVINGS DOLS 20,000).

4. REDUCE AID COMMODITY IMPORT PROGRAM BY DOLS 2,000,000. TEN PERCENT REDUCTION IN OVERALL MISSION BUDGET (LOWEST PRIORITY ITEMS FIRST): IN ADDITION TO REDUCTIONS INDICATED UNDER FIVE PERCENT:

1. ELIMINATE ALL OUT OF COUNTRY TRAVEL WITH EXCEPTION OF TRAVEL TO NAIROBI FOR B&F WORKSHOP (ESTIMATED SAVINGS DOLS 1,600).

2. ELIMINATE ONE ADDITIONAL FULBRIGHT PROFESSOR GRANT (ESTIMATED SAVINGS DOLS 20,000).

3. ELIMINATE ONE AID CONTRACT LOCAL POSITION, IF ESTABLISHED (ESTIMATED SAVINGS DOLS 4,000).

4. ELIMINATE FIVE STATE CONTRACT LOCAL POSITONS (ESTIMATED SAVINGS DOLS 16,000).

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5. ELIMINATE ICA AMERICAN SECRETARIAL POSITION, IF ESTABLISHED. (ESTIMATED SAVINGS DOLS 20,000).

6. ELIMINATE TWO NEW USIS LOCAL POSITIONS, IF ESTABLISHED. (ESTIMATED SAVILOS DOLS 10,000).

7. ELIMINATE STATE GSO POSITION (ESTIMATED SAVINGS DOLS 45,000).

8. REDUCE COMMODITY IMPORT PROGRAM BY FURTHER DOLS 1,000,000.

9. REDUCE PL 480 PROGRAM BY DOLS 1,000,000.
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Message Attributes

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Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2995707
Secure: OPEN
Status: NATIVE
Subject: GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)
TAGS: AMGT, PFOR, PEPR, ZA
To: STATE
Type: TE
vdkvgwkey: odbc://SAS/SAS.dbo.SAS_Docs/4d33d0b1-c288-dd11-92da-001cc4696bcc
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